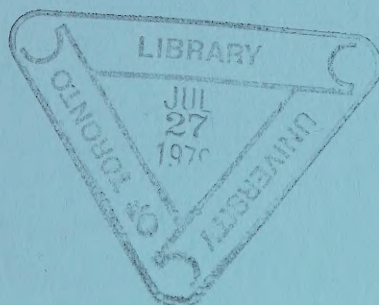


LOCAL GOVERNMENT

**BULLETIN 24**

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**ANIMAL CONTROL**



1 2  
Ontario Ministry of Intergovernmental Affairs

Hon. Thomas L. Wells  
Minister

D.W. Stevenson  
Deputy Minister

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Municipal Administration Branch  
Local Government Division

May 1979




To the Municipal Clerk:

Please circulate this bulletin or make copies for distribution to councillors or staff of your municipality who may be interested in the subject. Additional copies are available at fifty cents each from the Publications Centre (see page 22).

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## INTRODUCTION

"Man's Best Friend Turns Menace"

"Woman keeps 23 Big Dogs -- Health Board Cannot  
Stop It"

"Blame Owners If Big Dogs Bite, Pet Lovers Say"

"Animal Population: Can it be Controlled?"

"Is there a Municipality in Ontario that Has Dog  
Control Under Control?"

More and more newspaper articles with these kinds of headings are appearing. The problem of animal control seems to be increasing. In fact many heads of councils may say that animal control is their Number One problem and the problem about which they receive the majority of their complaints. They may also say that the problem is one of the most difficult to solve, because of the emotions involved. Some councils may just throw up their hands in frustration, because no matter what may be tried, not everyone is going to be satisfied.

Although animal control involves livestock such as horses, sheep, and so on, to most municipal people it simply means controlling dogs running at large. The solutions to the problem are varied. Many would want a dog running at large picked up, placed in a pound, the owner notified and the dog released to the owner after the payment of a fine. Others may wish the dog to be put up for adoption, others that these dogs be spayed or neutered, and still others would want the dog destroyed. A municipality may also wish to have every dog tagged, enabling better control when and if it runs at large.

Instead of just one of these solutions, an animal-control program may involve all of these. How is a municipality to know which is the best way to control animals, what options are available, or what the costs may be?

This bulletin will look at four approaches to animal control in Ontario. It will not state which one is best. It will, however, outline the process that is currently in use in each of four municipalities, what the costs are, and share with the reader some of the comments of those involved in the program. The single purpose of this bulletin is to make the reader aware of these different approaches and more able to choose the most appropriate solution for his municipality's needs.



## LEGISLATION

There are a great number of Provincial statutes and regulations that affect animal control in one way or another. Of this large number, there are three statutes that appear to affect every animal-control operation. These are The Municipal Act, The Animals for Research Act and The Dog Licencing and Livestock and Poultry Protection Act.

- The Municipal Act, in section 354, sub-section 1, permits all municipalities to pass by-laws affecting animals and birds.
- The Animals for Research Act describes the way animals can be euthanized after all the regulations have been met. This Act also stipulates the minimum redemption period (being three days excluding the day on which the dog was impounded, holidays and weekends) before the animal can be euthanized.
- The Dog Licencing and Livestock and Poultry Protection Act permits municipalities to pass by-laws to licence dogs, set fees, control dogs running at large and pay compensation for livestock killed by dogs.

Although The Pounds Act would seem to have relevance to municipal animal-control programs, it primarily refers to livestock impoundment rather than dog impoundment.

Animal-control legislation is primarily the responsibility of the Ministry of Agriculture and Food. For particular information on and explanation of all aspects of the legislation, you may contact:

Veterinary Services Branch  
Ministry of Agriculture and Food  
Queen's Park  
Toronto, Ontario

Telephone: (416) 965-5841

An annotated listing of legislation pertaining to dogs, livestock, poultry, domestic and wild animals, and so on was written by Mr. Michael J. Smither of the Municipal World Limited. It is entitled "Animals - Control and Compensation". Although it was written in 1973 and therefore is not current with the changes that have occurred since then, it nevertheless is valuable as a reference for those interested or involved in this field. There are plans for the publishing of a second edition in a revised loose-leaf format which would permit the issue of supplements to maintain the volume in an up-to-date form.

For information on this publication, please  
contact:

Mr. Michael J. Smither  
Municipal World Limited  
360 Talbot Street  
St. Thomas, Ontario  
N5P 1B6

Telephone: (519) 633-0031



EXAMPLE #1ESSEX COUNTYCO-OPERATIVE POUND OPERATION

Ten municipalities in Essex County have joined together to operate a dog pound. This dog pound serves the Towns of Belle River, Essex and Tecumseh; the Village of St. Clair Beach and the Townships of Maidstone, Rochester, Sandwich South, Sandwich West, Tilbury North and Tilbury West.

The pound is very basic in construction, consists of 22 pens, and is located on the site of the Essex County Landfill Site, Area 3, in Maidstone Township.

This co-operative only relates to the pound. Each municipality still handles its own animal-control program; that is, dog-catching, tagging, licencing.

Background

Prior to 1971, each municipality was handling animal control on its own. A few had their own pounds and some were using the shelter operated by the Humane Society in Windsor as their pound. Many municipalities felt that this was becoming too expensive and in November, 1971, the Town of Tecumseh invited the other municipalities to a meeting to explore the possibility of jointly owning and operating their own pound. Subsequent investigations indicated that this was possible and in 1972 the municipalities entered into an agreement to purchase and operate a pound jointly. The building on the Sanitary Landfill Site in Maidstone Township was purchased and reconstructed to serve as a pound.

The Agreement

The agreement stipulated that each member municipality become a shareholder in the pound and agree to pay an amount based on a per-capita levy to purchase the building. Each municipality would appoint its own Animal Control Officer who would take all impounded animals to the pound.

A Board of Management, consisting of a member of council of each member municipality, was formed with the Chairman being the Reeve of Maidstone Township. This Board meets periodically to establish the annual budget and set the levy for each municipality and is generally responsible



for the operation and management of the pound. The Clerk of Maidstone Township acts as Secretary-Treasurer of the Board.

The Board hired a part-time poundkeeper, outlined his duties and instructed him to report on a day-to-day basis to the Secretary-Treasurer.

### Operation

The pound is open Monday to Friday from 11:30 a.m. to 3:30 p.m. and it is usually during these times that the Animal Control Officers bring dogs to the pound. The poundkeeper fills out the forms, keeping track of which municipality the dog came from. If the dog is tagged, the owner is notified. When it is claimed, all impounding charges and fines are collected before the dog is released. The money is then sent to the respective municipality. If the dog is not tagged, it is kept in the pound for three days after which it is put up for adoption or destroyed. Of course, if the dog is not tagged but the owner is known, the dog may be claimed upon payment of all fines and impounding charges.

During off-hours, the Animal Control Officers have their own keys to the pound, permitting them to open the pound, fill out the forms and place the dog in the pen.

Although any officer can place a dog in the pound, it is only the poundkeeper who is authorized to release a dog. This ensures that when the dog is sold or claimed, it has a licence and tag and that all the charges are paid.

When dogs must be destroyed, this is performed at no cost at the pound by veterinarians or veterinarian technicians from St. Clair College of Applied Arts and Technology. The dead animals are disposed of on the sanitary landfill site.

### Finances

The following figures for 1977 give some idea of the costs to run the pound.

Total Cost of Operation	\$10,529.70
Total Revenue	\$ 2,303.00
Net Cost	\$ 8,226.70
Number of Dog-Days in Pound	3,063
Cost Per Day Per Dog	\$ 2.69



The operating costs are apportioned to each municipality based on the number of "dog days" that impounded dogs from each municipality are kept. For example, if 1,000 dogs from Belle River are impounded for a total of 2,000 "dog days", then Belle River's cost is  $\$2.69 \times 2,000 = \$5,280$ .

Since records are kept of the number of dogs and from which municipality they come, it is relatively simple to calculate each municipality's portion of the net operating costs. Since this apportionment is calculated at calendar year-end, each municipality pays that amount out of the next year's budget.

Other revenue comes from pound charges received when the dog is claimed. In 1978 the pound fees were \$5.00 per day for the first day and \$3.00 per day for the second and third days.

There is no charge if an owner wishes to leave the dog at the pound. However, before the pound accepts it, the owner must sign a release giving up ownership of the dog. It is then either adopted or destroyed.

The Secretary-Treasurer is paid a nominal sum (\$350.00 per year in 1978) to maintain the books, records and any financial transactions necessary. The poundkeeper is currently paid \$4.00 per hour.

### Reporting

The poundkeeper reports on a day-to-day basis to The Secretary-Treasurer of the Board (The Clerk of Maidstone Township). Although he works for the Board, he is an employee of the Township for all his benefits, pension plan and so on. Various records are kept by the poundkeeper and the Secretary-Treasurer.

The Board meets infrequently, usually twice a year. The minutes of any Board meeting are distributed to each member municipality as well as the annual report.

The annual report consists of a report from the Secretary-Treasurer as well as an audited financial statement. It is this report on which the charges to each municipality are based.



### Advice to Other Municipalities

This experience in Essex County has worked well, but there are some suggestions for others considering establishing a co-operative of this nature.

- 1) The pound should be located on public property and as geographically central to the service area as possible.
- 2) The poundkeeper must be the only person permitted to release dogs from the pound to ensure control over procedures and licencing.
- 3) If the pound is in an isolated location, extra security measures must be taken to ensure that it cannot be broken into during the off-duty times.
- 4) Only a manageable number of municipalities should be in the co-operative. Although 10 is ideal in Essex County, a different number may be ideal in other areas.
- 5) It is necessary to formalize arrangements for the co-operative with a signed agreement detailing responsibilities and obligations.
- 6) The duties and reporting relationships of the poundkeeper must be clear and laid down in writing and agreed to by all member municipalities.

For further information, please contact:

Mr. Lawrence St. Pierre  
Secretary-Treasurer  
Maidstone Area #3 Dog Pound  
Committee  
c/o Township of Maidstone  
R.R. #3  
Essex, Ontario  
N0R 1E0  
Telephone: (519) 727-5191

EXAMPLE #2CITY OF BRANTFORDCONTRACT WITH  
THE ONTARIO HUMANE SOCIETYBackground

Prior to 1972, the local Brantford Humane Society carried out the full service, namely the control aspect as well as the humane aspect.

As the need for the service grew, the local Society felt that it was unable to meet those increased needs satisfactorily and turned to the Ontario Humane Society for assistance. The Ontario Humane Society agreed to carry on the service if an agreement could be made with the City. An agreement was reached and is renewable each year, enabling both the City and the Society to evaluate the service on a year-to-year basis.

There are about 7,000 dogs in Brantford, of which about 3,500 are licenced and tagged. Since the Society handles all the control aspects of the program, it has been given the right to issue dog licences on behalf of the City.

Although the Society is involved in humane services as well as control services, the City pays only for the control aspects of the program.

The Agreement

The agreement spells out the responsibilities of the City and the Society. Generally, the City appoints the Society as the poundkeeper, Animal Control Officer and the Issuer of Licences according to the by-laws of the municipality. It is also granted the right to collect and retain all pound and destruction fees, all licence fees and all fines according to the fee schedule and limits authorized by City by-law.

The Society agrees to finance, build, operate and maintain an animal shelter and pound on municipal property. It hires and supervises all staff, provides adequate vehicles for patrol purposes, patrols the City on a regular basis, enforces all municipal by-laws affecting control, keeps the shelter open to the public at specific times, presents monthly reports on the service to the Number One Committee of Council through the Clerk and presents an annual report, including financial statements, to the Council.



The Society built the shelter and the pound on land it owns in the City. However, if the agreement is ever terminated, the municipality agrees to purchase the lands, buildings, chattels and equipment (not including vehicles) of the Society. The purchase price of the land would be \$1.00 and the purchase price for all else would be at the depreciated net value as certified by the Society's auditors as of December 31st of the year prior to the purchase and sale.

### Finances

Although the Society has been offering animal control service to the City for some time, it was not until 1978 that the financial arrangement was based on a maximum service charge. That year the set maximum was \$15,000. Payments are made in two installments; the first installment is paid upon the execution of the agreement, the other installment is paid after the City receives the audited operating statement for the preceding calendar year.

The Society has other sources of revenue, primarily from sale of licences, violation revenue and so on. However, the agreement stipulates that the maximum service charge of \$15,000 is reduced by

- a) gross revenues in excess of \$65,000
- b) 50% of all fees charged for service to areas and persons outside the boundaries of the City
- c) 10% of all licence fees and penalties paid at City Hall instead of at the Society's offices.

The Society does not set the fee schedule, but only implements the schedule which is established by City by-law. The current fee schedule is:

#### Licence Fees

Each spayed or neutered dog	\$10.00
if paid after February 28*	\$15.00
Each unspayed or unneutered dog	\$15.00
if paid after February 28*	\$25.00
Kennel Licences (for private kennel operators)	\$25.00

Pound Fees

First offence in any year	\$ 5.00/day
Second or subsequent offence in same year	\$10.00/day

Voluntary Payment of Penalty for Unlicensed  
Dogs and Dogs Running at Large

First offence in any year	\$10.00
Second offence in same year	\$15.00
Third or subsequent offence in same year	\$20.00

\*This time limit attempts to encourage early renewal of licence fees.

Reporting

The Society makes a monthly report to the Number One Committee indicating the numbers of animals picked up, claimed, sold, destroyed, and quarantined. It also shows the number of violation tickets issued. These statistics are accumulated and added to the annual audited financial report that is submitted to the Council.

A high service level is maintained because of the frequent informal meetings that occur between the Clerk and the Manager. Many times, this informal relationship can solve a potential problem before it escalates into a real problem.

Advice to Other Municipalities

The City has been satisfied to date with the service. To ensure a high level of service in such a situation, municipalities are advised to:

- 1) Draw up the agreement and present it to the Society. This way, the wishes of the municipality become paramount.
- 2) Specify in detail the level of service you require in the agreement, such as number of patrols, number of staff, response time to complainants, kinds of animals, etc.



- 3) Let the Society handle the service with minimum involvement (The City does monitor the levels of service to minimize any crisis situations).
- 4) Refer all complaints to the Society for it to handle.
- 5) Ensure the program is focussed directly on the control aspect, and leave the humane aspect to the Society.
- 6) Establish a rapport with the Manager in such a way that potential problems can be solved before they escalate into a crisis.
- 7) Occasionally check with other municipalities to see if the cost and level of the service is reasonable.

For more detailed information about this process, please contact:

Mr. Wilf Coulson  
Clerk  
City of Brantford  
City Hall  
100 Wellington Square  
Brantford, Ontario  
N3T 2M3  
Telephone (519) 759-4150

EXAMPLE #3TOWNSHIP OF KINGCONTRACT WITH  
KENNEL INN, INCORPORATED  
AURORA, ONTARIO

The Township of King is a rural municipality in the Regional Municipality of York. It contracts for its animal-control service with a private company. Except for livestock control and any follow-up by-law enforcement (these are both handled through the Clerk's office), the Company provides all the other animal-control services.

It is estimated that there are approximately 2,000 dogs in the Township and about 1,100 of them are licenced and tagged. Although renewal of the licences was nearly 100% in 1978, the actual number of dogs licenced did not increase over the previous year.

Background

Prior to 1974, the Municipality had contracted the service to another agency; however, escalating costs as well as a steady increase in complaints about the service led the Council to re-evaluate the program. In 1974, Council was approached by Kennel Inn's owners who indicated they would like to undertake the animal-control service for the Township. After presenting a proposal, they were awarded the contract beginning in 1975. (Kennel Inn is supplying animal-control services, under contract, to several other municipalities around King Township. This enables them to be very flexible in meeting problems as they arise.)

The contract, which is renewable each year, stipulates what the Company and the Municipality will do.

The Municipality appointed the Company as its Animal Control Officer and Poundkeeper. The Company can handle all animals impounded, dispose of the carcasses of dead animals that were lawfully destroyed and collect and retain all pound and destruction fees. The Municipality agrees to pay the Company a fee calculated on a per capita levy that is renegotiated each year. In addition, it agrees to give the Company 50% of all licence fees the Company collects.



In return, the Company operates the pound, ensuring that the pound is open during specified times each day, supplying a minimum of one van for patrolling the area, patrolling the area on a regular basis, employing and supervising all the animal-control officers and providing prompt service to the citizens at all times. It was also required to build the pound itself.

Other matters were also written into the agreement; however, we have only tried to highlight the salient parts of the contract. To obtain copies of the agreement, or to discuss details, one should contact the Clerk of the Municipality.

### Finances

In 1978, the per capita charge was \$1.70 and the cost to the Municipality was a little over \$24,000. The Company was able to augment this fee by other revenue resulting from impounding charges, sale of animals, and a portion of the licence fee and realized an additional \$17,000.

The fees to be charged are laid out in a municipal by-law which is amended and updated from time to time. Currently the fees are as follows:

The 1st neutered male or spayed female dog	\$10.00
The 1st male or female dog	\$20.00
Each additional neutered or spayed dog	\$15.00
Each additional male or female dog	\$25.00
Kennel Licence (for private kennel operators)	\$25.00
Replacement of lost dog tags	\$ 0.50
Fee for dogs seized	\$10.00
Maintenance fees in pound, per day	\$ 3.00
Violation Tag Charge	\$10.00
Maximum fine for violation	\$50.00

### Reporting

The Company reports directly to the Clerk of the Municipality on a day-to-day basis but must submit a quarterly report to Council, detailing the number of complaints and calls, number of patrols and mileage travelled, the number of animals picked up, claimed, adopted or euthanized, and making any recommendations for improving the service. At the end of the year, an audited financial statement must be presented to Council.

### Operation

Kennel Inn performs all the traditional animal-control procedures. They patrol the whole area regularly, and in the urban area they tend to patrol the same days as garbage is collected. The vehicles are radio-equipped enabling the operator to answer calls from the citizens quickly. When dogs are picked up, they are delivered to the pound. The necessary forms are filled out and the animal placed in a pen.

If the animal is tagged, the owner is notified and may claim it at the pound. If it is not tagged, the animal is kept for five days after which it is sold or euthanized. If an untagged dog is claimed, the new owner must purchase a licence for it and the poundkeeper tags the dog.

The operator is empowered by the Municipality to issue violation notices, and collect fees upon payment of the violation ticket. If the ticket is not paid, it is turned over to the municipal By-law Enforcement Officer to handle.

### Advice to Other Municipalities

The Township of King has been satisfied with the services of Kennel Inn. They do suggest that if any municipality is interested in contracting this service out to a private company, they should be considering the following points.

- a) The agreement should be written by the municipal solicitor and presented to the private company rather than the other way around.



- b) There must be a clause in the agreement indicating how the municipality can terminate the contract before the termination date, so it won't find itself "stuck" with and paying for inadequate services.
- c) Regular reports, at least quarterly, must be made to Council.
- d) The operator should communicate continuously with the Clerk to build up a rapport in order to solve small problems immediately.
- e) The Animal Control Officer must be clearly listed in the telephone book in order to have the citizens know who to call.
- f) All officers should be uniformed and all the vehicles should be clearly marked in order to make the service noticeable to the citizens.

Any additional information may be obtained by contacting:

Mr. Cam H. Duncan  
Clerk  
Township of King  
R.R.#2  
King City, Ontario  
L0G 1K0

Telephone: (416) 833-5321

EXAMPLE #4TOWN OF NEWCASTLEMUNICIPALLY-OPERATED ANIMAL CONTROL PROGRAM

The Town of Newcastle had a 1977 population of nearly 32,000. It is an urban area located near Lake Ontario with a relatively large rural hinterland. Estimates place the dog population at approximately 11,000, of which approximately 4,000 are licenced.

The Town of Newcastle operates its animal-control program as part of the by-law enforcement office. There are two Animal Control Officers who work directly for the By-law Enforcement Officer who in turn reports to the Clerk. All aspects of the animal-control program are carried out by this office including patrolling, licencing, enforcing of the by-law, controlling the animals running at large, operating the pound and, when necessary, contacting the veterinarians who euthanize the animals. They even give away cats free-of-charge to anyone who comes to the pound wanting one.

Background

An animal-control program has been municipally operated in this area for approximately twenty years. Established as a part-time service by the Town of Bowmanville, it now operates full-time in the renamed Town of Newcastle.

Operation

Two Animal Control Officers are employed. They regularly patrol the area trying to synchronize it with the days for garbage collection. In the summer, they patrol into the evening one day a week. These officers also respond to calls and often meet personally with callers as a public-relations function. The officers are uniformed and travel in a van that is clearly marked.

The officers will only attempt to catch dogs running at large. (They do not capture livestock, leaving this to be handled by the Regional Police. They will, however, assist the police when necessary.)



If the dog is tagged, the owner will be notified and must pay all the pound charges. If the animal is not tagged, it is kept for three days during which time the officers try to find the owner. If the owner is not found the animal is put up for adoption or is euthanized.

Dog licences are sold in five locations throughout the Town, although most are sold at the Town Hall or at the pound. Renewal notices are placed in the paper and it becomes the owner's responsibility to renew the licence. Licences must be renewed before February 1st of each year. After this date the Town hires a person on a part-time basis to canvass the Town, selling licences.

Euthanasia is performed by veterinarians, at no charge to the municipality. This service is offered in exchange for permission from the Town to have the local Veterinarian Association hold one rabies-innoculation clinic on Town property. The money raised in these clinics is used to offset the veterinarians' normal charges. The arrangement works to the advantage of both sides.

The Animal Control Officers issue violation notices and collect fines. They also issue summonses and will attend at court if necessary. All cases are prosecuted by the By-law Enforcement Officer at no additional expense to the Town. In 1978, the efforts of the officers led to approximately 50 prosecutions. The fact that those prosecutions did take place acted as one visible example that the Town is serious about animal control. Consequently, the number of complaints about the lack of service has decreased dramatically over the years.

### Finances

The budget for this operation is included in the general budget for the By-law Enforcement Office. In 1978, the budget for animal control was \$55,000 (approximately \$1.72 per capita). The actual expenditure, including approximately \$11,400 in livestock claims, was just over \$51,000 (approximately \$1.59 per capita). The service was able to generate revenue of almost \$44,000, mainly from licence fees, pound charges, violation fines, sale of animals, etc., indicating that the service was nearly self-sufficient. The rate of pay of the Animal Control Officers is \$6.41 per hour. (It should be noted that they also act as poundkeepers.)

The budget includes salaries and benefits for the staff, the maintenance of the pound, vehicle mileage and maintenance, animal care, etc., but does not include any of the salary and benefits of the By-law Enforcement Officer or Clerk's Office to whom the service reports.

All revenue collected goes directly to the Treasurer and is deposited in consolidated revenue. A record of the amount is maintained and a report is prepared each month and given to the By-law Enforcement Officer detailing the source of the revenue.

Revenue is primarily generated from licence and pound fees that are outlined in the municipal animal-control by-law. The fees in 1978 were:

#### Licence Fees

1st and 2nd dog	\$15.00 each
If spayed or neutered (with certificate)	\$ 8.00 each
3rd dog	\$25.00 each
4th and each additional dog	\$50.00 each

If licence fee paid after February 1 of the year, a surcharge of \$2.00 is added.

#### Pick up

Picking up dog at owner's request and disposing of or selling it	\$ 8.00
Disposing of or selling a dog brought to the pound	\$ 4.00

#### Pound Charges

First time picked up \$15.00 plus  
\$3.00 per day impoundment  
charge

Second or further time picked up \$25.00  
plus \$3.00 per day impoundment charge



## Reporting

The By-law Enforcement Officer prepares a monthly report for the Clerk and Council on the operation of the service. This reports the number of dogs and cats picked up and brought in, retrieved, sold, destroyed, violations issued, summonses issued, court appearances and convictions, licence revenue, other revenue and a summary of the totals.

In the 1978 year-end report, a total of 666 dogs were impounded, of which 130 were claimed, 89 were sold and the balance was either euthanized or are still kept at the pound.

## Advice to Other Municipalities

When estimating operating costs, one must consider such minor, but important, points as maintaining the cleanliness of the pound and the operating condition and appearance of vehicles and uniforms.

A reporting relationship that combines animal-control with by-law enforcement will help strengthen the program.

As in any program, adequate money should be earmarked in the budget to enable the Animal-Control Officers to perform their service satisfactorily.

Additional information may be obtained by contacting:

Mr. Larry R. Simpson  
By-law Enforcement Officer  
Town of Newcastle  
40 Temperance Street  
Bowmanville, Ontario  
L1C 3A6  
Telephone: (416) 623-3379

### SUMMARY

The methods and procedures used in these four examples of animal-control programs are not the only ones available to municipalities.

If your municipality is having problems controlling animals and is thinking of instituting an animal-control program, the following pointers may be helpful in designing a program to meet the municipality's own needs.

If the municipality operates its own animal-control program, it is important:

- a) to establish an effective and enforceable animal-control by-law.
- b) that the animal-control officers be permitted to enforce the penalty provisions of the by-law.
- c) that the officers become very familiar with all the relevant legislation.
- d) that licence-renewal notices be sent to each dog owner, possibly through the mails with the first tax notice.
- e) that the officers be uniformed and the vans be clearly identified as belonging to the animal-control service.

If the municipality arranges for someone else to provide an animal-control program, in addition to the above it is also important:

- a) to have a detailed contract that clearly outlines the responsibilities of each party.
- b) that the agency supplying the program have specific and measureable levels of service that must be met.
- c) that regular (at least quarterly) reports be made to the municipal council.
- d) that the municipality allow the agency to handle the service and only get involved when necessary.
- e) that the agency only operates under an animal-control by-law.



Finally, if your municipality is in a position to consider sharing costs with adjacent municipalities, it is important:

- a) to have a detailed agreement, outlining what each municipality will do in a co-operative program.
- b) to have some cost-sharing mechanism, based upon a common factor, agreed to by all municipalities.
- c) to have the staff of the co-operative arrangement be employed with one of the municipalities for purposes of their benefits, pension, sick leave, and so on. ✓





This bulletin was prepared in the:

Municipal Administration Branch  
 Ministry of Intergovernmental Affairs  
 56 Wellesley Street West  
 Toronto, Ontario  
 M7A 1Y7 Tel. 416-965-3514

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